



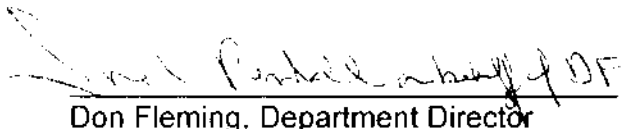
Departmental Business Plan and Outlook

**Department Name: Enterprise Technology
Services Department
(ETSD)**

**Fiscal Years:
FY 2005-06
FY 2006-07**

Plan Date: December 15, 2005

Approved by:


Don Fleming, Department Director

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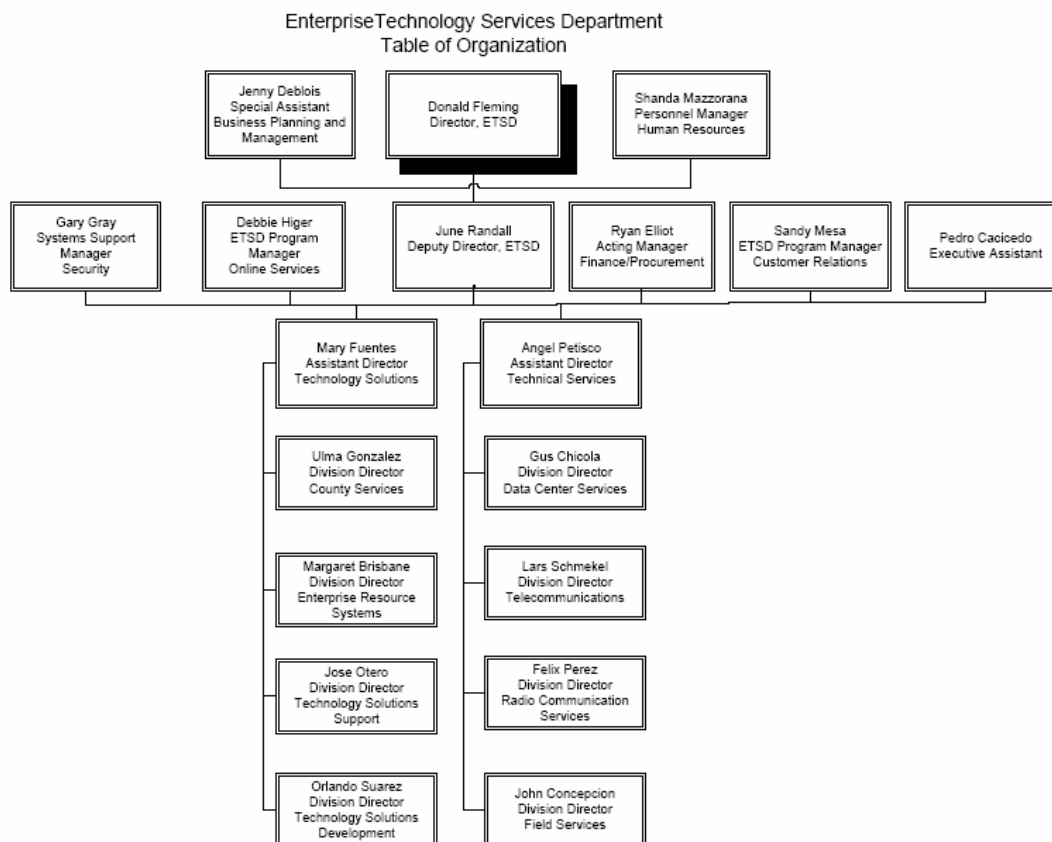
Fiscal Years: 2004/2005 – 2005/2006

EXECUTIVE SUMMARY

The Enterprise Technology Services Department (ETSD) Business Plan focuses on enabling the County's strategic business and technology goals, working in partnership with its customers. The department recognizes that it provides mission critical support to most County departments and agencies, therefore, part of the business planning process emphasizes the stability of enterprise infrastructure and operations.

The plan describes the department's IT vision and goals; it sets forth new initiatives to upgrade infrastructure, assess vulnerabilities in our current security program, improve customer service delivery, enhance project management, and develop common IT solutions for the benefit of the enterprise.

In September 2005, after a nationwide search, Dr. Donald Fleming was appointed as the new Director of ETSD. A number of revisions to this plan are expected during this fiscal year, as Dr. Fleming refines the direction and goals for the department.



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Major Accomplishments

Dr. Fleming observed first hand the main challenges faced by ETSD during 2005, resulting from the two hurricanes that directly impacted the County. Katrina and Wilma created power outages that affected County facilities and infrastructure to varying degrees. ETSD was very active in recovery efforts and was successful in rapidly restoring affected services.

During the past fiscal year, in addition to concentrating on its core services and performance goals, the department provided extensive technical, staffing, and managerial support in many other areas. For example, ETSD provided support during all the elections, the General Obligation Bond program, the Emergency Operations Center during hurricane events, and distribution centers in the aftermath of Wilma. The following are highlights of major accomplishments during the period:

- Miami Dade County's Enterprise Technology Department was selected one of the **100 Best Places to Work in IT** in the nation by Computerworld's annual survey to gauge employee satisfaction.
- In June of 2005, ETSD successfully completed the **migration of the County's internet traffic** to the NAP of the Americas facility, resulting in improved performance and reliability.
- A new **Computed Aided Dispatch (CAD)** system used to dispatch all 911 calls was implemented in August of 2005, days before a major hurricane hit our area. The system was successfully used during activations that occurred immediately following implementation.
- ETSD continued to support the general technology needs of the **311 Answer Center**, which became fully operational in July 2005 for both Miami-Dade County and the City of Miami. The value of having a single point of contact for County services was highlighted during and after the 2005 hurricane events, as 311 became the easy to remember "hotline" number for citizens to get information from their government.
- A **Webcasting** service was initiated to provide live transmissions of BOCC and Committee meetings over the internet. It is anticipated that the service will be available to the public in January of 2006, thereby providing one more channel for citizens to watch their government in action.
- Launch or re-launch of **Websites** to the public included the Port of Miami, Elections, Vizcaya Museum & Gardens, Consumer Services, Go.miamidade.gov, Office of the Mayor, Office of the Chair, and Hurricane Relief.
- A new enterprise-wide portal-based **County Calendar** was released that provides residents and visitors a view of daily, weekly and monthly County events.
- Provided technology support to the Elections Department for the successful execution of the Presidential Elections. **E-Precincts**, a GIS web-based application, was used to track the operational status of polling places and precincts through the various phases of an election.
- With the implementations of inquiry systems in support of **Tax, Occupational Licenses and Building Permits**, general information available on the Web continued to expand.
- The new **Open Enrollment System**, designed to provide web-based, portal-hosted, self-service capabilities, allows employees to select medical, dental and optical insurances coverage, along with other flexible benefits. This system, which replaced an antiquated paper intensive process, processed 8,462 benefit enrollment changes prior to the December 1st deadline.
- The **Background Check System** implementation allows background checks of new applicants and existing employees to be conducted. Resulting information includes data from Florida Department of Law Enforcement (FDLE) and the Federal Bureau of Investigations (FBI). Previously, all background checks were local only and information was not readily available for incidents outside of Miami Dade County.

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- The **Award Sheet System**, designed to provide Procurement Agents with a tool to facilitate the creation and maintenance of Award Sheets, was made available countywide. The tool eases the task of tracking, storing and manipulating Award Sheet information for goods and services.
- A new **Interactive Voice Response (IVR)** System for the Tax Collector's office is now available to provide taxpayers information on the status of their Real Estate or Tangible Business Property Tax accounts via a telephone. In addition, callers may choose to hear information on office location, hours of operation, where to mail their payment, Tax Certificate Sales or request a fax with their tax information at any time.
- In August and September of 2005 (respectively), Parks and Miami-Dade Transit went live with the first phase of their **Enterprise Asset Management System (EAMS)** applications. These implementations are setting the stage for additional departments to use EAMS for their operations.
- In collaboration with the Office of Strategic Management and Budget, a **Performance Management System** to record the performance measures and business plans of county departments was purchased and implemented. This new tool, in place since September 2005, now facilitates decision-making and provides scorecards to facilitate meeting County objectives.
- A Project Dashboard was implemented to track all major projects at ETSD and to facilitate the sharing of project information with ETSD managers and customers.

Highlights of Planned Initiatives

Below are highlights to ETSD's planned initiatives for FY 2005-2006 and 2006-2007 intended to meet the County's business and technology goals:

User-Friendly e-Government (ES4-1)

- Continue 311 Implementation Support
- Continue expansion of information and eCommerce on the web
- Expand Geographical Information Systems (GIS) to municipalities and other government agencies

Available, reliable systems (ES4-2)

- Centralize Management of Security Alerts
- Conduct County-Wide Cyber Security Risk Assessment
- Establish Network Operations Center (NOC) to effectively monitor distributed systems
- Assess Radio Infrastructure Network Architecture and Design
- Improve Backup and Restore Services

Responsive service deployment and resolution of technology problems (ES4-3)

- Establish the quarterly review process for reporting metrics
- Provide service support and service delivery with an increased customer focus
- Develop and implement an Enterprise Change Management Process

Smart, Coordinated IT Investments (ES4-4)

- Improve and expand Governance of Enterprise Information Technology Systems and Services
- Improve Enterprise Level Purchasing
- Implement and Expand Enterprise Hosting Model

Technology projects completed as planned (ES4-5)

- Enhance or acquire Project Management Tools
- Improve Project Management Processes

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County processes improved through information technology (ES4-6)

- Establish/Expand Enterprise Systems and Technology Architecture
- Improve Human Resource Management Processes

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Introduction

Department Purpose/Mission

To position technology to serve the County's business needs.

Mission

Provide exemplary information technology services for Miami-Dade County enabling the delivery of excellent services to our customers.

Objectives

- Improve customer service satisfaction by delivering on commitments
- Develop and execute an effective strategy to implement enterprise initiatives
- Derive technology direction from County Strategic Plan
- Improve our continuity of operations planning
- Expand the infrastructure technology architecture into a highly secure, integrated and reliable information framework to facilitate data access throughout the County

Strategies

- Apply IT Governance in partnership with our customers and executive management
- Assess enterprise cyber security risk exposure
- Increase accessibility of electronic/technology services and information for citizens and employees
- Further develop and emphasize reliance on performance metrics to streamline current operations and manage the project portfolio
- Ensure that ETSD operates in a fiscally responsible and stable manner

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Department Description

ETSD is responsible for providing Information Technology and Telecommunication services to departments and other governmental agencies. To meet its objectives, the department works to enhance its customer-centric focus, improve synergy between functional areas, and transform the workforce to meet new technology needs. The Department also strives to ensure that cost-effective technologies are implemented to meet the business needs of County departments and the public. It also strives for efficient operations and delivery of services by actively partnering with County departments, other government agencies and other local entities. Additionally, ETSD defines and ensures that technology standards, methodologies, security, and project management practices are implemented and applied.

The Department is currently organized into the following areas of services:

Technology Solutions

Technology Solutions provides management, coordination, and technical support for large scale enterprise initiatives to include 311 Answer Center, Enterprise Asset Management System (EAMS), and Enterprise Resource Planning System (ERP). It provisions enterprise technologies that enable County operation efficiencies and business transformation to include application of Geographic Information Systems (GIS), Electronic Document Management and imaging systems (EDMS), Interactive Voice Response (IVR) system, Portal and Rapid Application Development technologies.

Technical Services

Technical Services provides 24/7 operational maintenance and support for countywide data center operation, telephone, radio, voice, network, microwave and fiber optic systems to meet the communications and information management objectives of the County. It also plans, designs, and implements the infrastructure to provide information technology service to County departments; provides 24/7 maintenance and support to critical operational and communications systems on multiple computing platforms.

Security Office

Develops the architectural security framework for electronic government applications, identifies and implements policies and technologies that allow divergent computing systems and software applications to share information. The Security office is also responsible for the implementation of the County's cyber-security plan.

Customer Relations

Provide first line technical support for technology customers, customer account management to facilitate the delivery of IT services and support, and access to data files requested by the public. In addition, Customer Relations manages a continuous service improvement program, as well as customer communication for planned and unplanned technology events.

Business Planning and Management

Oversees the Project Management Office (PMO) to establish, maintain, facilitate and provide mentoring to support sound project management processes, project management standards and metrics, and project management training. The unit is also responsible for Enterprise Change Management, and business planning.

Online Services

Maintains www.miamidade.gov and the County's Employee Portal, which includes the development and maintenance of portal architecture, web usability standards, portal and web content management standards, and strategic e-government solutions. In addition, the group provides consulting to County departments, establishes standards and guidelines for web portal design, and provides web publishing and design services.

Information Technology Business Office (ITBO)

Manages procurement operations, including contract negotiations and the development of enterprise agreements; Financial Operations, Financial Reporting, Telephone Billing, Rate Development, Budget Development, Budget Monitoring and reporting.

Human Resources

Provide support for all HR activities, including employee recruitment and selection; employee benefit administration and support; organizational mapping and table of organization maintenance; performance appraisals, classification actions and disciplinary action guidance, space management and allocation.

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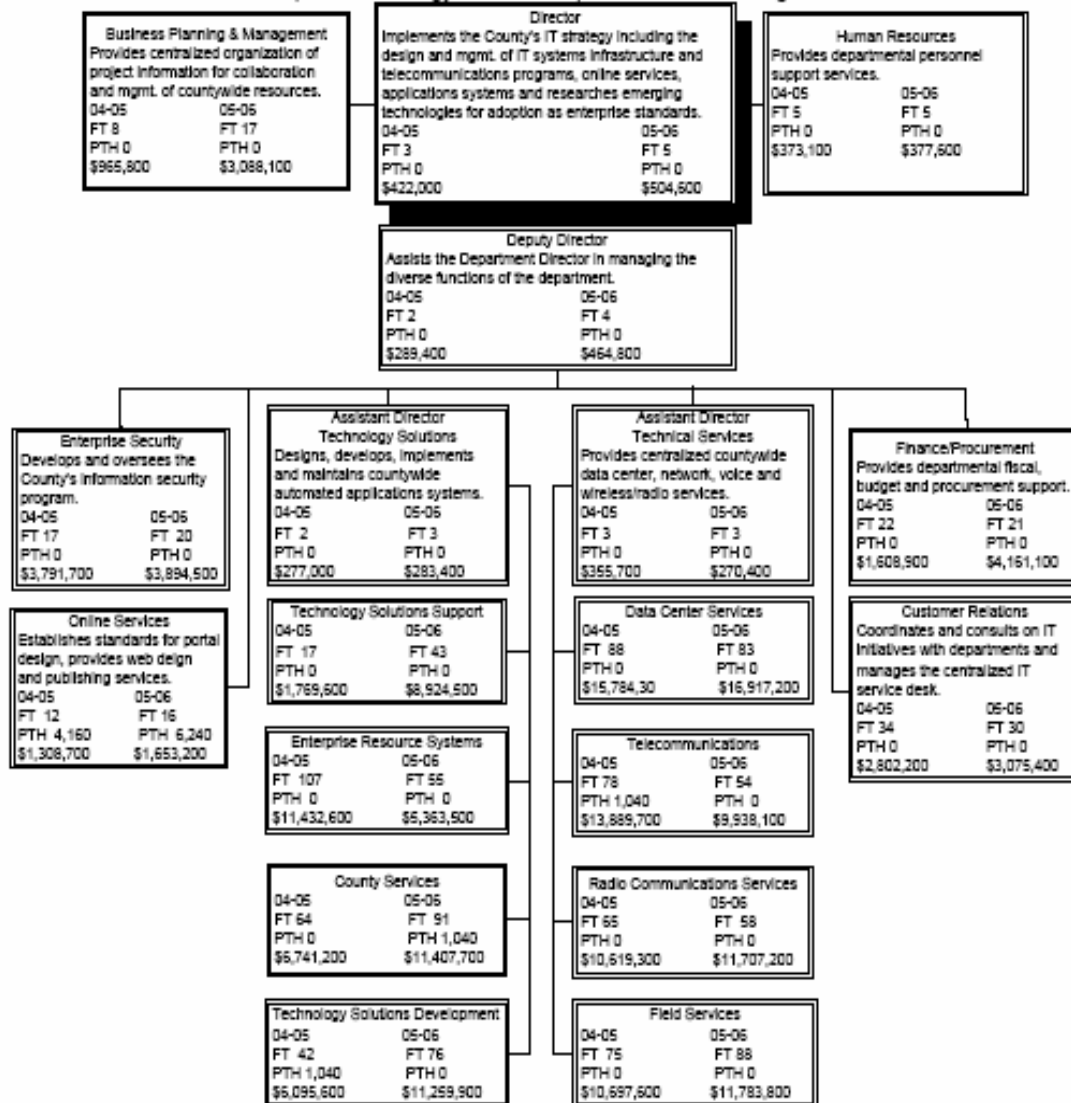
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Organization and Staffing Issues

ETSD was approved for 645 positions for FY 04/05. The increase in contracts for enhanced levels of service entered into with customer departments necessitated the addition of 16 positions (8 for ERP implementation, 4 for mobile laptops at MDPD, 2 for the Data Warehouse at JSD, 1 for FAMIS support and 1 for web design). Four additional positions were added to perform customer-funded functions in Telecommunications and Field Services (2 Senior Operation Systems Programmers, 1 Telecommunications Technician and 1 Computer Operations Support Clerk 2). As part of the County's consolidation of IT-related functions under the ETSD umbrella, the department incorporated 12 positions from customer departments (8 from Miami-Dade Housing Authority, 3 from the Chief Information Officer, and 1 from Seaport). Six full-time positions and one part-time position were eliminated. ETSD was approved for 671 positions for FY 05-06. One position (Senior Systems Analyst/Programmer) was added as a result of a Professional Services Agreement with the Office of Strategic Business Management.

Enterprise Technology Services Department Table of Organization



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Fiscal Years: 2004/2005 – 2005/2006

Fiscal Environment

The department's current year's operating budget is slightly over \$124 million, which represents an increase of less than two percent (2%) of the actual amount spent in the prior fiscal year. The approved allocation for FY 2004/05 was \$108,844,000, actual expenses added up to \$121,811,000, and current year's appropriation is \$124,005,000. Revenue earned for the last fiscal year was \$1.3 million more than expenses incurred. Funding from the Capital Reserve Fund is under \$3.7 million for budget year 2005-06.

During the 04-05 fiscal year the Office of Strategic Business Management (OSBM) in conjunction with the CIO continued funding enterprise technology expenses with allocated costs charged to all departments for enterprise technology services.

The current year's Resource Allocation Plan incorporates the third year of expenditure allocation as prescribed by the IT Funding Model which allocates the costs of enterprise applications and their hosting infrastructure across all County departments based upon budgeted positions; the general fund pays the allocation for positions in general fund departments. The prior resource allocation system (before the "Funding Model") placed ETSD in the position of trying to justify countywide project needs.

Of the current year's operational budget allocation, the department is projected to receive about 28% of its revenue from the General Fund (approximately \$14.9 million as a direct contribution and 19.6 through the Funding Model. Additionally, Proprietary Departments contribute 11% through the Funding Model (\$13.4 million), and ETSD is expected to generate in excess of \$70 million or 57% of its operating budget through fee-for-service and recording fees operations. Intradepartmental overhead allocations fund the remaining 4% of the appropriations. In an ever-changing technology environment with unpredictable resource consumption and service demands, budgeting and associated billing are very difficult to maintain. Therefore, a proper governance program is a necessary element to provide the funding methodology and adequate revenue stream to maintain operations.

Enterprise Technology Services Department	Total Annual Budget		
	Prior 2004-05	Fiscal Actual	Year 2005-06
Revenues			
GF 030 035: 911 Emergency Fees		1,399	1,330
GF 060 004: Enterprise Technology Services		100,996	105,075
GF 060 005: Service costs charged back		19,305	16,600
SO 100 104: Communications (800 MHz)		1,422	1,000
Total		123,122	124,005
Expenses			
GF 030 035: 911 Emergency Fees		1,399	1,330
GF 060 004: Enterprise Technology Services		100,064	105,075
GF 060 005: Service costs charged back		19,028	16,600
SO 100 104: Communications (800 MHz)		1,320	1,000
Total		121,811	124,005

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Business Environment

ETSD provides services that enable and support the operations of county departments and agencies. As an Enabling Strategy, information technology plays a critical role in support of the County's six strategic areas delivering information and services to citizens. ETSD actively partners with County departments and external agencies to provide technical project management, business analysis services, solutions implementation and support. This includes services that meet common needs, as well as enterprise services that support department and agency programs.

The department maintains a large central computing complex that provides 24/7 systems availability through the use of a countywide network, Metronet. ETSD also supports and maintains an enterprise Anti-Virus/Anti-SPAM infrastructure to ensure the security of Metronet. ETSD's technology infrastructure includes equipment, networks, middleware, and general-purpose software, coupled with telecommunications technologies that serve as the foundation for building systems and sharing information. An installed base of servers deployed throughout the County allows for distributed processing platforms that "serve" local areas and allow information sharing. The department deploys and maintains desktop, mobile and laptop computing devices to provide customers with electronic mail, office productivity tools, and wireless messaging services.

The department is a service provider for enterprise telecommunications including comprehensive support for radio, telephone, data, voice and video communications. There are more than 150 information systems maintained by ETSD, a large portion of which are legacy systems developed/implemented by the department over time to meet particular business needs. These systems range from small applications designed to track particular transactions to large-scale efforts such as the Criminal Justice System, CAD911, a Payroll System, a Property Tax system; and a comprehensive Geographic Information System. ETSD also supports the Miami Dade Portal, a nationally recognized e-government program that was honored by the Center for Digital Government as the best in the nation. In addition, ETSD has been recognized for its innovation in extending the legacy applications to the web, increasingly leveraging the County's investment.

Significant progress has been made over the years in implementing major systems and services that serve a diverse community of interest; however, it is clear that more effort is required to respond to the demands and expectations associated with the application of information technology to improve County services.

Customer Feedback Plan

Customer satisfaction is the most significant external measure of the success and effectiveness of ETSD's service operations. ETSD currently invites customers to attend the Monthly Project Status Review meetings, where they can learn about the status of some of the major initiatives being undertaken at ETSD. In addition, activities related to those projects have been made available online. Moving forward, a quarterly review process will be conducted with the ETSD management team to assess our performance metrics to ensure we are meeting our goals and objectives. The formalized account management process, when implemented, will include a forum for customer feedback, issues of accountability, performance metrics, operational changes, service status, and new business opportunities.

Critical Success Factors

The department must take the necessary steps to become more flexible, adaptable, innovative and resilient in order to become more effective. The plan outlines how the department intends to

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accomplish its fundamental service delivery programs. Several specific initiatives are designed to move ETSD toward its vision of providing technology services that enable and support the operations of County departments and make information and services easily accessible to citizens.

The department already has in place many systems and services providing the foundation for coordinated improvements. Technology upgrade or replacements are therefore done on an as-needed basis predicated on a business case justification. The department, however, needs resources and funding to evaluate various technologies and determine which ones appear to have the largest impact on the County's business needs, and to analyze areas that offer potential breakthroughs for improvements in effectiveness and efficiency.

The following factors are critical for successfully achieving business and strategic plan objectives:

- Visible executive sponsorship of major countywide initiatives including instituting strong supporting policies and providing adequate allocation of resources to projects
- Timely and affordable procurement of goods and services
- Adequate oversight and management of vendors and consultants involved in projects to make sure they meet defined requirements in a timely manner
- Active participation by stakeholders for initiatives being undertaken
- Strong project management, partnership and coordination among ETSD, county departments, and vendors across multiple disciplines
- Upgrade of personnel skills to support industry standard technologies through appropriate training programs and hiring practices
- Standardize technologies to capitalize on training and leverage economies of scale for procurement and maintenance support
- Develop and execute a transition plan that will bridge the gap between our current state and position us to attain our desired future state

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Future Outlook

In order to continue improving and expanding services provided to County residents, departments and employees, it is imperative that the department be adequately funded to move forward with the following objectives:

- **Expand Information and Transaction Access Intranet/Internet Services**
The goal is to continue with the “get off line, get on-line” approach by helping departments develop applications and systems to provide services to their customers electronically (i.e. via telephone, or Internet and Intranet).
- **Improve Performance/Service Level Metrics**
The department intends to improve its metrics for major services and activities. The intent is to establish a baseline for all measurable services with the goal of improving service level and customer satisfaction.
- **Implement Formal Change Management Processes**
Technology advances which provide additional functionality and complexity continue evolving at a very rapid pace, thus highlighting the need for a comprehensive change management process. The complexity of systems such as 3-1-1, Enterprise Asset Management and Enterprise Resource Planning necessitate the creation and implementation of formal change management processes across our department. Current Change Management processes in the department are very limited, are primarily manual and are nonexistent in some areas. The absence of such formal processes increases risks, costs, and unplanned outages to critical systems. The department intends to pursue the implementation of a comprehensive change management process with associated tools to streamline the effort.
- **Continue to Promote Enterprise Service Agreements**
Service Level Agreements (SLAs) are intended to help the department establish the type and levels of services needed by our customers. During this fiscal year, ETSD has revamped its SLA templates. The goal is to bridge the gap between service delivery and customer expectations.
- **Continue to Improve Infrastructure**
The department intends to continue redesigning infrastructure to take advantage of technology convergence (voice, video, and data) which promote common design models allowing for increased reliability, availability and serviceability to countywide initiatives.
- **Implement Network Operations Center (NOC) for monitoring of Services**
The department will continue researching tools, methods, and services to implement proactive mechanisms that will allow for the monitoring, maintenance and management of all computer systems and applications.
- **Expand Continuity of Operations / Disaster Recovery (COOP/DR) Planning for Distributed Platforms**
The substantial reliance on technology underscores the importance of having sound COOP/DR plans. The existing COOP/DR plans are limited to certain applications residing on the county's mainframe. ETSD intends to work with other departments to safeguard distributed systems. As a first step in this process, the department intends to conduct business impact analysis and risk assessments for key business processes.
- **Advance Technology Training**
The department will continue researching and developing improved skill-based training to leverage the tools, techniques and methods to enable increased functionality and rapid application deployment.
- **Move to a Full Application Service Provider (ASP) Enterprise Model**
Working with the CIO and other departments, ETSD intends to leverage current and future investments that will enable the creation of a hosting environment in support of enterprise application solutions under a common architecture.

**Objectives, Initiatives and Performance Measures have been entered
into the Active Strategy System.**